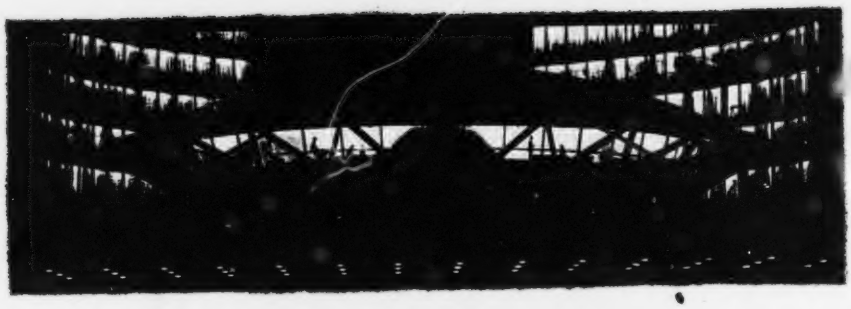
A C C E S S I B L E



R E S P O N S I V E

THE CORPORATION OF THE CITY OF TORONTO

OVERVIEW 1987

O V E R V I

verview '87 is City Council's first annual report to the people of Toronto. It represents more than a summary of what civic government has been working on, it is a tangible symbol that we believe what we do and how we do it must always be an open book.

This will be an exciting year for our City. I'm proud we'll have the opportunity to host the International Economic Summit. More than at any other time in our history, the world will be looking at Toronto. They will see a city that is special: a great place to visit and an even greater place to live.

Our neighbourhoods are strong and vibrant. Our economy is flourishing. And we're creating new jobs and staking out new ground in leading-edge industries.

But Toronto still faces challenges. Dealing with many of them will not be quick or easy. We're working on effective, long-term solutions.

That is the basis for many of our city's most important initiatives: developing the Railway Lands; revitalizing the waterfront; maintaining a downtown that is, in many ways, a role model for other North American cities;

pursuing a broad and innovative strategy for the creation of more affordable housing; and tackling environmental concerns such as lead emissions, waste management, and water quality.

For all that has been achieved within the last year, I want to thank my colleagues on City Council, members of the public who have participated in the many issues, and, in particular, our civic servants. I am continually impressed with the commitment, the time, and the energy that these people devote to our ultimate objective — making Toronto "a city that works."

F W 8 7

MAYOR ART EGGLETON IN HIS CITY HALL OFFICE

Art Eggleton

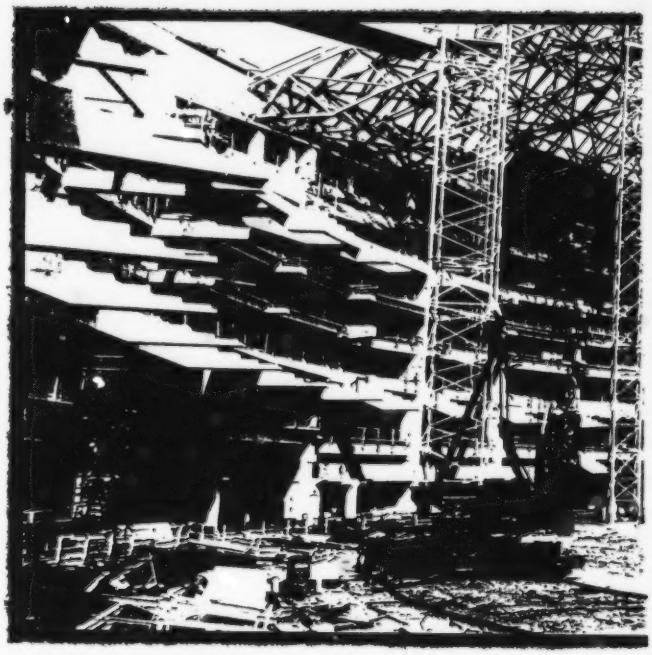
I N T R O D

What's the best way to describe Toronto? It's like "New York run by the Swiss," says Peter Ustinov.

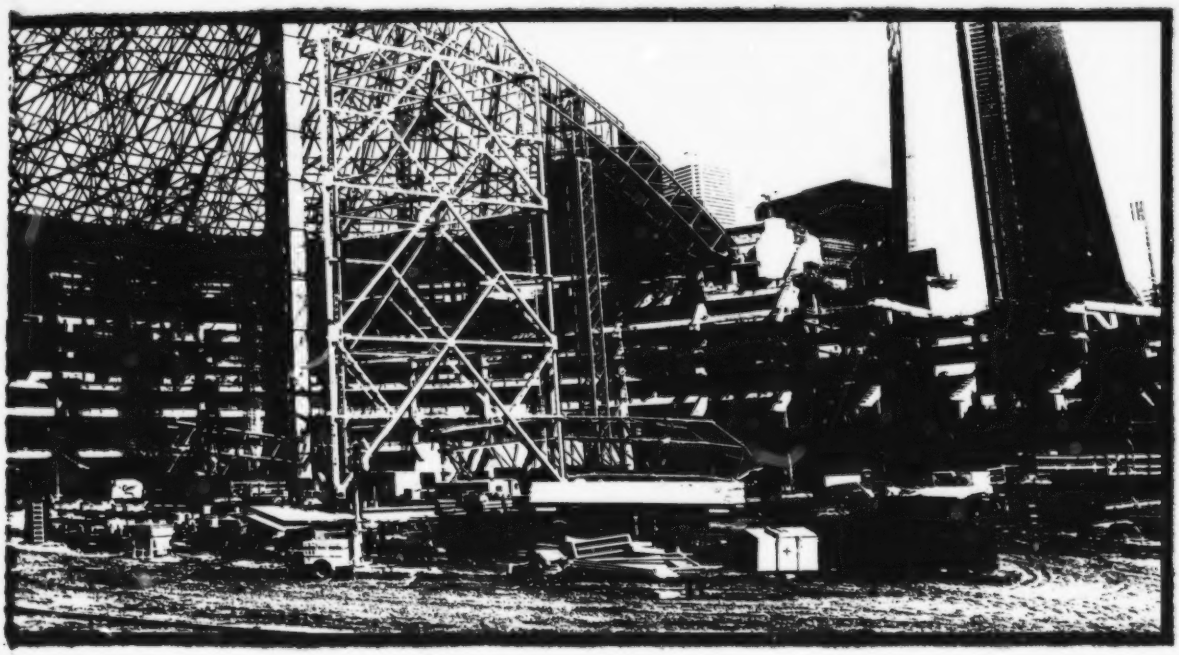
Canadian author Peter Newman called it, "A city of influence."

"The world's newest great city," wrote Fortune Magazine.

It may be difficult to capture the character of any city in a few carefully chosen words, but it's almost impossible to accurately describe Toronto. That's because of change. During the last 40 years, Toronto has changed dramatically. Building on solid foundations, many say Toronto has travelled faster and farther than most major North American cities. Why? Large-scale immigration from around the world. Re-development of the downtown core. Concentration of corporate and financial services. All these and more have created Toronto's new profile.

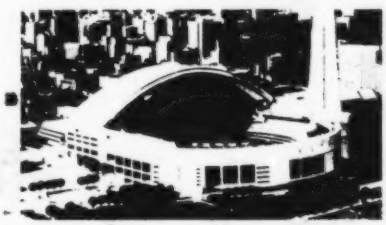


C T I O N



HELPING TO BUILD TORONTO'S NEW PROFILE.

THE SKYDOME, THE WORLD'S FIRST STADIUM WITH A FULLY RETRACTABLE ROOF, WILL BE THE CORNERSTONE OF THE RAILWAY LANDS DEVELOPMENT, SOUTH OF THE CITY'S FINANCIAL DISTRICT.



And the change continues. Building of major mixed-use developments like the Railway Lands. Re-claiming the City's waterfront heritage. Encouraging the growth of new downtown neighbourhoods. Toronto refuses to stand still long enough to allow anyone to take a proper picture.

But if the character of a city is the sum of popularly held perceptions, Toronto is, above all else, a city of contrasts.

To Europeans, Toronto often appears American. And to many Americans, it appears European. That shouldn't be surprising. Since World War II, the long-standing British traditions of the City's founding fathers have been infused with the customs, costumes, and cuisines of large numbers of immigrants from Europe, Asia, and the Caribbean. The result? A city with a truly cosmopolitan flavour. Toronto is not a melting pot, but rather a mosaic, where cultural differences are preserved and celebrated. This, in turn, has led to the growth of many diverse and distinct neighbourhoods, where different groups continually strive to establish and express their individual identities.

THE TRADITIONAL IMAGE OF THE CITY HAS BEEN RECAST BY LARGE-SCALE IMMIGRATION. SINCE 1945, 25 PERCENT OF ALL IMMIGRANTS TO CANADA HAVE SETTLED IN THE TORONTO AREA.

Neighbourhoods are important in Toronto. They are the base of political power in the City and the attentive guardians of some of the City's most admired features—parks and ravines, clean and safe streets, and even the civility of the residents themselves.

But such talk belies Toronto's evolving reputation as a 24-hour city; a city that is one of North America's fastest-growing consumer and commercial marketplaces; and a city that has increased in international stature and financial importance.

Toronto is both the financial and the cultural capital of Canada. The City is the head office location for most of Canada's banks and leading financial institutions as well as the centre for the country's arts, broadcasting, and publishing industries. It is the concentration of business that accounts for much of the City's rapid pace. The Bay Street bankers and brokers who manage the nation's economy are just a stone's throw from the hustle of the busy theatre district with its hectic schedule of opening nights, sold-out shows, and crowded restaurants. And while the Toronto Stock Exchange executes approximately 75 percent of all the stock transactions in Canada, the City also enjoys a reputation as the second-largest centre for the performing arts in North America.

This variety of "9 to 5" *and* "afterhours" activity has resulted in a generation that wants to live, work, and play in the City's core. And in

East Side, West Side

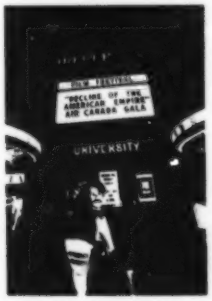
Tree pruners working for the Department of Parks and Recreation know it's good public relations to accommodate the wishes of local residents wherever possible. One trend they've noticed is that many property owners in the City's west end admire trees with cropped and neatly-trimmed branches, whereas those in the east end prefer trees with long, full boughs.

A TASTE OF TORONTO'S COSMOPOLITAN FLAVOUR. EVERY SUMMER, FESTIVALS SUCH AS CARAVAN, CARIBANA AND THE INTERNATIONAL PICNIC CELEBRATE THE CITY'S MULTICULTURAL CHARACTER.

response, downtown Toronto has witnessed the revitalization of many existing neighbourhoods and the emergence of several new neighbourhoods. In older areas of the City, renovation and restoration of houses and buildings have become a way of life for many homeowners and businesses.

Most notable among the new neighbourhoods is the central waterfront. The relatively large parcels of land available for development along the shoreline of Lake Ontario have prompted many to call this area the City's last frontier. But Toronto has always been a waterfront city. The area was originally settled because of its strategic harbour and Lake Ontario has always played an important role in the City's history and development. During the first half of the 20th century, however, the gradual build-up of port and rail facilities effectively cut off the City from most of the waterfront for anything except commercial and industrial purposes. For many years, the area was little more than an obstacle that had to be hurdled as people headed for the more pleasant surroundings of the Toronto Islands, a short ferry ride across the harbour.

EVERY NIGHT IS OPENING NIGHT IN TORONTO. THEATRE, MUSIC, DANCE, FILM — THE CITY IS THE SECOND-LARGEST CENTRE FOR THE ARTS IN NORTH AMERICA.



All that began to change during the 1960s and '70s with the relocation of the City's shipping and freight functions. As previously occupied land became available, the City rediscovered the waterfront's potential and the area began a dramatic metamorphosis. Throughout the last 20 years, the rise of popular landmarks, such as Ontario Place and the CN Tower, and new developments, such as Harbourfront and Queen's Quay Terminal, have turned what was once an uninviting area of warehouses into one of the City's most popular recreational and residential neighbourhoods. New projects under construction, such as a rapid transit system, which will help link the downtown to the lakeshore, and the SkyDome stadium, in the adjacent Railway Lands development, promise to attract even more activity and attention to the waterfront and once again confirm its important role in Toronto's development.

One-Stop Shopping

No longer does the permit-seeking public have to wander throughout City Hall's twin towers in search of the proper office. The recent opening of what has become known as "permit alley" on City Hall's first floor brings together in one central location the permit offices of Buildings and Inspections, Parks and Recreation, and Public Works.

FOLLOWING THE RE-LOCATION OF PORT AND RAIL FACILITIES, TORONTO'S WATERFRONT HAS EMERGED AS ONE THE CITY'S MOST POPULAR RECREATIONAL AND RESIDENTIAL NEIGHBOURHOODS.

THE CITY OF TORONTO

City Hall is much bigger than the twin towers that overlook Nathan Phillips Square: 7,000 employees; 15 departments, most with several divisions; a 23-member City Council; and a multitude of standing and supporting committees. Throughout Toronto's neighbourhoods, City Hall is physically represented by area health offices; community recreation centres; parks and playgrounds; fire stations; and local permit and inspection offices. Beyond that, City Hall oversees more than 50 civic boards and agencies, ranging from the Toronto Public Library Board and the Toronto Historical Board to the Toronto-Hydro Electric System and the Parking Authority of Toronto, all of which administer a variety of distinct municipal responsibilities requiring specific attention or abilities.

A S U R E

H A L L

Council of the

Corporation of the City of Toronto

December 31, 1987

Mayor Art Eggleton

Ward	*Alderman*	*Councillor*
1	William Boytchuk	Derwyn Shea
2	Chris Korwin-Kuczynski	Ben Grys
3	Betty Disero	Richard Gilbert
4	Tony O'Donohue	Joe Pantalone
5	Nadiihe Nowlan	Ying Hope
6	Dale Martin	Jack Layton
7	Barbara Hall	Roger Hollander
8	Tom Clifford	Frederick J. Beavis
9	Paul Christie	Tom Jakobek
10	Michael Walker	June Rowlands
11	Michael Gee	Kay Gardner

At first glance, the scale of the organization may appear overwhelming and the individual in search of information or assistance may not know where to turn. But despite its size, Toronto's municipal government is built on a tradition of involving residents in the decision-making process.

City Council and its committees meet in public, citizen participation is welcome, and Torontonians who care about their city are provided with the opportunity to put their ideas into action—to shape policy and help make decisions which have an impact on the quality of life in their community. Most issues affecting day-to-day living in Toronto are considered by Council. The departments, agencies, and boards that deal directly with these issues report to Council through one of its various committees. And City Council, of course, is accountable to Toronto's voters. Municipal elections are held every three years. This reporting structure creates a connecting thread which runs throughout the system and ensures that all concerns are properly addressed. Important issues, whether they affect the whole city or just a part of it, usually receive broad media coverage, come under the close scrutiny of the community, and involve neighbourhood groups, ratepayers' associations, and special interest groups.

CITY HALL ENCOURAGES TORONTONIANS TO BECOME INVOLVED IN THE POLITICAL PROCESS AND TAKE AN ACTIVE PART IN MAKING TORONTO "A CITY THAT WORKS."

At this point, an aside may be appropriate to resolve a potential misunderstanding. One of the most confusing things about the name "Toronto" is that it is often interchanged to describe two distinct geographical and political areas: the City of Toronto (Toronto) and the Municipality of Metropolitan Toronto (Metro).

Toronto and its surrounding suburbs joined together in 1953 to form Metro and, in doing so, became the first region in North America to have a two-tier system of municipal government. Ever since that time, Metro is often mistakenly referred to as Toronto and vice versa, even though they are separate entities with different responsibilities.

The distinction becomes clouded for many reasons: political jurisdictions sometimes overlap, Metro Council meets at Toronto City Hall; Toronto Councillors are also members of Metro Council; and even the office of the Metro Chairman is located at Toronto City Hall, next door to the office of the Mayor of Toronto.

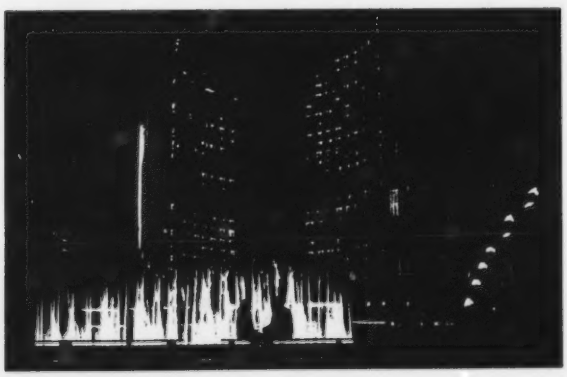
With perplexing details like these, the uninitiated may be forgiven if they fail to clearly distinguish between the two systems. However, electoral reforms, now being introduced, and the planned construction of a separate Metro Hall to house the Metro government, should go a long way in removing much of the confusion.

To set the record straight, the City of Toronto forms the central part of the Municipality of Metropolitan Toronto, which also includes the neighbouring municipalities of East York, Etobicoke, North York, Scarborough, and York. The City of Toronto accounts for about 25% of Metropolitan Toronto's approximate population of 2-1/2 million. Each of the six member Metro municipalities elects its own Council, which takes care of matters within its own area, such as fire protection, public works, taxes, public health, and zoning and development control. The broader Metro Council has jurisdiction over common or shared services that affect all of the members

Sign of the Times

The dramatic design of Toronto's City Hall – two curved towers embracing a white dome – has become a symbol of the changes that have transformed the City since the building's completion in 1965. Designed by Finnish architect Viljo Revell, the futuristic structure was a catalyst for the building boom that followed in downtown Toronto. Revell's design was selected after an international competition that had attracted 520 entries from 42 countries.

NATHAN PHILLIPS SQUARE, THE PLAZA IN FRONT OF CITY HALL, IS ONE OF THE CITY'S FAVOURITE MEETING PLACES. IT'S BECOME TORONTO'S EQUIVALENT TO THE TRADITIONAL EUROPEAN CITY SQUARE.



and can be dealt with more economically by one government, such as public transit, police protection, social services, and emergency measures. One fact, however, best illustrates the central role the City of Toronto plays in the operation of the Municipality of Metropolitan Toronto: 41 cents out of every municipal dollar that goes towards the operation of Metro comes from the City.

Earlier references to the scale of City Hall's operation are not complete without reference to the diversity of the operations. Very few understand the range of services required at City Hall to make Toronto work. For some, City Hall means politicians and property taxes only. Many are familiar with departments such as Public Works, Public Health, Parks and Recreation, and Fire, which provide the basic and essential services that keep the City safe, clean, and healthy. And almost as many are familiar with departments such as Planning and Development, Housing, and Buildings and Inspections, whose policies and programs have both an immediate and long-term effect on quality of life in the City. But there are several other departments which, for the most part, operate behind the scenes.

THE FIRE DEPARTMENT'S HAZARD 1 IS DESIGNED TO HELP COMBAT CHEMICAL SPILLS AND HAZARDOUS MATERIALS.

City Hall, like any large corporation, requires many administrative and support services to operate efficiently and effectively. The departments which supply these valuable services are the ones that usually receive the least recognition, but without them City Hall could not continue to function as it does.

For example, the Management Services Department includes a computer division which develops, co-ordinates, and maintains the use of computer software and equipment in all City Hall departments. The same department includes a management consulting division which assists other departments in formulating strategic plans and problem solving. The Department of the City Clerk includes a large communications division which acts as an in-house advertising and public relations agency, supplying City departments with editorial, graphic, and promotional services. The Purchasing and Supply Department includes a print unit capable of printing many of the publications written and designed by the communications group. Purchasing and Supply is also responsible for maintaining the City's fleet of 1,600 vehicles. The City Property Department manages and maintains the City's large real estate portfolio, which, in addition to the expected offices, warehouses, and service depots, includes unique attractions such as the St. Lawrence Market, North America's oldest continuous farmers' market, and Casa Loma, a full-scale replica of a medieval castle. And all City departments may at one time or another seek the advice of the Legal Department, whose solicitors regularly counsel City Council and staff in areas such as zoning, claims, administration, and litigation.

The following is a brief description of the roles and responsibilities of each City of Toronto Department.

The Audit Department audits the books and accounts of the Corporation of the City of Toronto and its local boards and agencies, as well as related organizations in which the City has a financial interest.

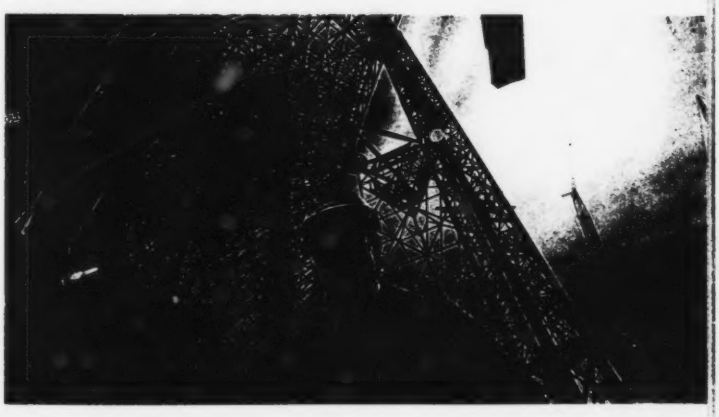
The City Auditor has, in addition, been appointed Energy Co-ordinator and is responsible for co-ordinating City Hall's Energy Conservation Program.
J. Rabinowitz, City Auditor

The Department of Buildings and Inspections inspects and regulates properties in the City to ensure they are properly constructed, used, and maintained. The Department is responsible for enforcing a variety of City by-laws and laws of Ontario and, in order to administer the Ontario Building Code Act, the Commissioner of Buildings and Inspections is appointed the Chief Building Official for the City.
Michael L. Nixon, Commissioner

Stops Drafts Cold

Operation Draftstop is an energy conservation service designed to help citizens who own homes in the City of Toronto. The service provides, depending on adjusted family income, free labour, materials, and expertise to draftproof homes. All improvements are made by trained City employees under the supervision of Department of Buildings and Inspection staff.

"Building a better Toronto." In 1988, the Buildings and Inspections Department will be testing a hand-held computer for recording inspection data in the field.



The Department of the City Clerk provides a wide variety of administrative, clerical, and support services to elected officials, City staff, and the public. It prepares agendas, reports, research, and correspondence for City Council and its various committees, and maintains all related records, minutes, and by-laws. It also conducts civic elections and supervises all related functions; manages and maintains all City records and the City's fine art collection; co-ordinates the City's advertising and public affairs functions; and arranges most civic functions.

Roy V. Henderson, City Clerk

The City Property Department acts as City Hall's landlord. It manages buildings, leases space, and provides office furniture and telecommunications equipment. The Department also supplies a variety of professional services including architecture, construction, management and real estate.

Rashmi Nathwani, Commissioner

The Finance Department provides financial planning and management for the City. In addition to billing and collection of water rates and property taxes – the City's major source of revenue, the Department is responsible for cash planning and management, money market operations, pension fund investment and administration, short and long term financing plans, risk management administration, and maintenance of the City's accounting and financial reporting systems.

George H. Clarke, Commissioner

THE COMMUNICATIONS STAFF IN THE DEPARTMENT OF THE CITY CLERK IS AN IN-HOUSE ADVERTISING AGENCY, WORKING ON BEHALF OF MUNICIPAL "CLIENTS" TO PROMOTE THE CITY'S PROGRAMS.

The Fire Department prevents and extinguishes fires and provides emergency rescue services. The department operates 27 permanent fire stations and can reach any site in the City within three minutes of receiving an alarm.
Walter J. Shanahan, Fire Chief

The Housing Department co-ordinates City housing policy and the implementation of housing programs. It addresses the broad housing issues and initiatives in support of City Council's housing objectives. Cityhome, the City's non-profit housing corporation, develops, constructs, and manages affordable housing units which are designed primarily for low and moderate-income families. Presently, it manages a portfolio of more than 6,000 housing units in 60 developments.
George C. Cook, Commissioner

The Office of Labour Relations represents the Corporation of the City of Toronto in negotiations with the City's unionized staff and its professional staff association.
Robert F.W. Rae, Director

The Legal Department provides legal services and advice to City Council, its committees, local boards and agencies, City departments, and administrative tribunals.
Dennis Y. Perlin, City Solicitor

The Management Services Department assists other City departments in developing their internal objectives, budgeting, and long-term financial planning. It also administers policies and programs affecting City Hall employees, including personnel services, equal opportunity, and occupational health and safety. In addition, this department manages City Hall's computer systems.
Arthur L. Stevenson, Executive Director

Happy New Year

Every December 31, City Hall, in conjunction with corporate sponsors, hosts Canada's largest New Year's Eve party. As midnight approaches, Nathan Phillips Square is jam-packed with up to 40,000 revellers, singing and dancing, as they celebrate the new year.

LANDBANKING, THE ST. LAWRENCE NEIGHBOURHOOD, JOINT VENTURES — THE HOUSING DEPARTMENT'S INNOVATIVE APPROACH HAS SET PRECEDENTS FOR CANADIAN MUNICIPALITIES.

SOLICITORS IN THE LEGAL DEPARTMENT ARE, TO A LARGE EXTENT, SPECIALISTS IN A GIVEN FIELD WHO REPRESENT AND PROTECT THE INTERESTS OF THE CORPORATION.

The Department of Parks and Recreation provides a wide variety of recreational programs for all ages and abilities at its many playgrounds, swimming pools, and community recreation centres throughout the City. All programs are made available free of user fees. The Department also operates an extensive network of more than 375 public parks, and designs, constructs, and maintains landscaping on City streets and property.

Herb Pirk, Commissioner

The Planning and Development Department, perhaps more than any other City department, is responsible for planning for change and the impact of change on the City. It carries out a comprehensive range of studies on land use, zoning, social, physical, economic, environmental, and transportation issues, in order to advise City Council on all matters relating to planning, including the approval of development projects, and appropriate amendments to the City's Official Plan and Zoning By-law. It also administers a number of policies and programs in support of economic development and community and neighbourhood improvement.

Robert E. Millward, Commissioner

IT'S NOT EASY BEING GREEN, BUT THE DEPARTMENT OF PARKS AND RECREATION MAINTAINS MORE THAN 375 PARKS SCATTERED THROUGHOUT THE CITY.

The Department of Public Health seeks to enhance the health of the people of Toronto by developing and evaluating programs that st... ...n communities, remove barriers to healthy lifestyles, and promote equity in access to health.

With policies set by the City's Board of Health and City Council, Department staff offer such programs as family planning, prenatal classes, dental health, substance abuse, communicable disease control, environmental protection, and animal control.

A.S. Macpherson M.D., M.Sc.,
Medical Officer of Health

The Department of Public Works is responsible for the construction and maintenance of all of the City's basic services such as water distribution, sewer systems, roads, sidewalks, bridges, and underpasses. The Department is also responsible for refuse collection, street cleaning, winter services, and surveying and mapping.

Raymond M. Bremner, Commissioner

The Purchasing and Supply Department acts as the sole purchasing agent for both the City of Toronto and the Municipality of Metropolitan Toronto in order to maximize purchasing power. It also provides centralized services including: a printing unit, which serves both the City of Toronto and the Municipality of Metropolitan Toronto; and an equipment division, which maintains and repairs City vehicles.

In addition, the Department's Fair Wage Office monitors wage rates paid to employees of City contractors.

J. Darcy Duncan, Commissioner

Yesterday, Today, and Tomorrow

The Toronto Historical Board is busy planning for the future while preserving the City's past. In addition to maintaining the City's popular historic sites such as Fort York, Spadina House, and Colborne Lodge, the Board is in the early stages of planning the Museum of Toronto, which will showcase the City's history and development.

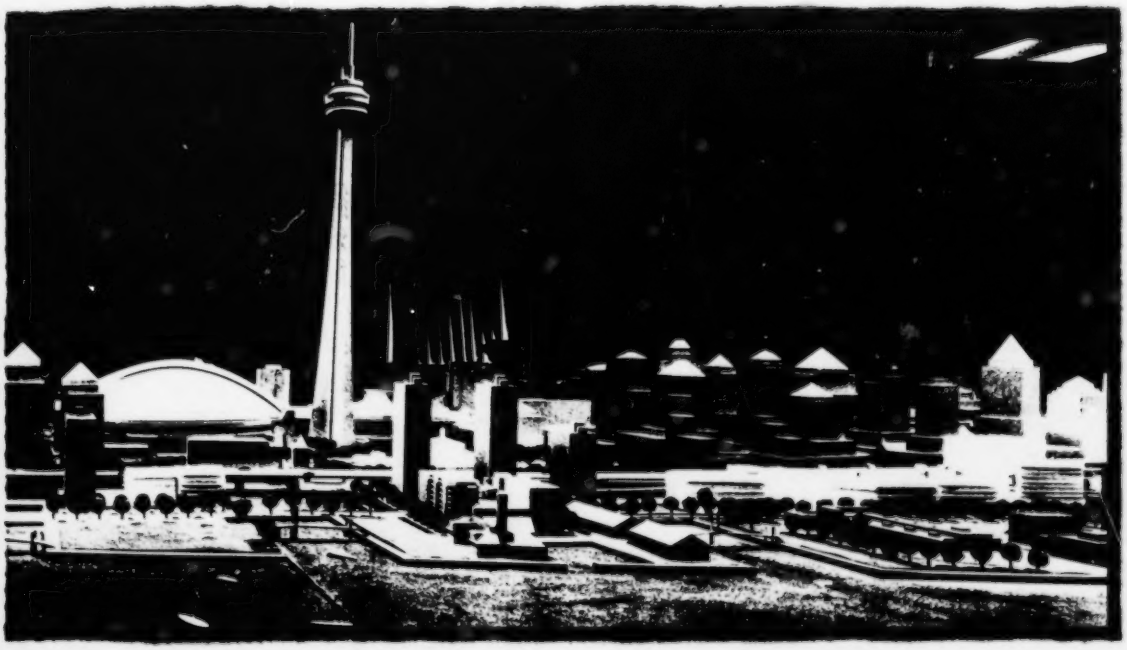
THE DEPARTMENT OF PUBLIC HEALTH IS CONCERNED ABOUT THE HEALTH AND WELL-BEING OF ALL TORONTO'S RESIDENTS.

MECHANICS WORKING FOR THE DEPARTMENT OF PURCHASING AND SUPPLY ARE RESPONSIBLE FOR MAINTAINING AND REPAIRING ALL CITY VEHICLES.

U R B A N I N I

Balancing land-use, creating new housing, protecting the environment, extending community services – today, Toronto faces the same challenges as many large North American cities. But if the problems are common, the solutions are not. And during a year when public attention in Toronto has focused on commercial development along the waterfront, the availability of affordable housing, AIDS, air quality and waste management, the City's approach to the issues has often attracted as much attention as the issues themselves. That shouldn't be surprising: at City Hall, a commitment to action often leads to debate, sometimes to controversy.

T I A T I V E S



PLANNING AND DEVELOPMENT'S MODEL OF DOWNTOWN TORONTO

REACHING OUT. THE DEPARTMENT OF PARKS AND RECREATION IS DEVELOPING PROGRAMS TO MEET THE NEEDS OF SPECIAL GROUPS SUCH AS SENIORS, VOLUNTEERS, AND NEW IMMIGRANTS.

This attitude has its roots in the 1970s, when City Council, concerned with the pace of development downtown, introduced a two-year building moratorium and approved long-term plans and policies to manage downtown growth and enhance the character of the City. Similar concerns were demonstrated again within the last year, when City Council, concerned that public access to the waterfront would be jeopardized by private development without the delivery of promised public parks, imposed interim control by-laws, which put a hold on further development so that a new, comprehensive plan could be drafted for Harbourfront.

Harbourfront — the term refers to both the geographical area along Toronto's central waterfront and the federal crown corporation established to develop the 40-hectare (100-acre) site and co-ordinate an extensive schedule of cultural programming through revenues raised from development. No other development in recent memory has generated so much attention. City Council's concern about the number and size of buildings in the area becoming another barrier to the waterfront has led to ongoing negotiations among the Planning and Development Department, the Parks and Recreation Department, the Legal Department, the federal and provincial governments,

CONCERNS ABOUT THE SCALE OF DEVELOPMENT, AVAILABILITY OF PARKS, AND ACCESS TO THE WATERFRONT HAVE MADE HARBOURFRONT THE FOCUS OF CONTROVERSY AND DEBATE AT CITY COUNCIL.

and private sector developers. Issues to be resolved include: the ratio of commercial, residential, and recreational space; the number and form of future buildings; and the quality of design and architectural style.

Meanwhile, to the north of Harbourfront, City Hall has adopted a plan to redevelop the Railway Lands — 80 hectares (200 acres) of obsolete rail lines separating the downtown from the waterfront. The Railway Lands is likely the most ambitious project the City will see in this century. It is certainly one of the largest projects of its kind in North America and requires the close and continuous co-operation of all levels of governments, as well as the private sector.

The Railway Lands will be developed following a "streets and block" plan. An internal road system will divide the area into blocks and allow them to be developed incrementally, similar to the way the rest of the City has been built. Such a plan helps to ensure a balance of commercial, residential, and recreational space and this step-by-step process will prove to be more economical than building one single, all-inclusive mega-project.

Any discussion of large developments such as Harbourfront and the Railway Lands leads, at some point, to the issue of housing, specifically the availability of affordable housing.

Toronto's booming economy and the opportunities associated with it have had a simple, but dramatic, effect on housing in the City: demand is high and supply is low, especially in the rental market. In fact, the vacancy rate for apartments in Toronto has been less than one percent for a number of years. This shortage has driven up costs and placed difficult demands on housing for low-income families and individuals.

Although many housing issues can be addressed only at the provincial level, the City's Housing Department, since its creation in 1973, has undertaken a number of initiatives in an effort to alleviate the situation.

Foremost among its accomplishments has been the establishment of a revolving fund for

High-Tech Firefighters

Toronto firefighters have the right equipment to deal with the increasing number of incidents involving chemical spills and hazardous materials. The Fire Department's Hazard 1, a new hazardous response truck, contains specialized equipment for detection, spill control, and clean-up. The vehicle's built-in, office-style command centre can be used to co-ordinate emergency efforts on-site.

THE DEVELOPMENT PLANNED FOR THE RAILWAY LANDS PROVIDES THE CITY WITH AN OPPORTUNITY TO CREATE A COMPLETELY NEW NEIGHBOURHOOD WHICH WILL BE THE BRIDGE CONNECTING THE DOWNTOWN TO THE WATERFRONT.

landbanking and, closely related to it, the development of the St. Lawrence and the Frankel-Lambert neighbourhoods. Both have served as role models for other municipalities across Canada in recent years. The Department has also provided assistance to other producers of housing, including co-operatives and private non-profit organizations. And during the same period, Cityhome, the Housing Department's non-profit delivery arm, has become the leading producer of assisted housing in Toronto. By taking advantage of various federal and provincial programs, Cityhome's portfolio has grown to 60 projects throughout the City, serving 13,500 tenants occupying close to 6,000 units.

But today, in spite of this success, the Department recognizes it must assume an expanded and more aggressive role in solving Toronto's housing problems. And while there is every indication the development of traditional non-profit housing will continue, attention is now being focused on forging new partnerships and pursuing new opportunities.

The Department is particularly proud of the Chesnut/Elizabeth development. Located in downtown Toronto, just behind City Hall, it is a prime example of how two levels of govern-

TORONTO IS A CITY OF PROUD AND DISTINCT NEIGHBOURHOODS. CITY POLICIES HAVE PROTECTED AND PRESERVED DOWNTOWN NEIGHBOURHOODS IN THE SHADOW OF LARGE-SCALE DEVELOPMENT.

ment can work together with the private sector to produce affordable rental housing which will be permanently available to low and moderate-income Torontonians. Utilizing the provincial government's incentive program, Renterprise, Cityhome and a private developer have completed a complex joint venture which combines public and private housing with commercial space. Together they developed 144 residential units on Chesnut Street with 2,000 square metres (20,000 square feet) of commercial space in the adjacent three-storey building at 112 Elizabeth Street. The provincial government's Rent Supplement Program provides various levels of rent-geared-to-income assistance for 115 of the households occupying the the 14-storey residential complex. This innovative development is not unique: Cityhome recently completed a similar project in Toronto's east end.

The Housing Department has also taken a leading role in providing housing for the physically and mentally disadvantaged and the destitute. Working in association with other levels of government and various community groups, the Department has introduced programs and policies such as Contract After Care, Habitat, and Off the Streets which address the needs of these special groups and assist them in re-establishing themselves in permanent communities.

Two other City Hall departments at the forefront of community concerns in Toronto are Public Health and Parks and Recreation.

To complement existing provincial efforts and to consolidate municipal activities, the Department of Public Health opened the Environmental Protection Office (EPO) in May, 1987. The EPO is thought to be unique among Canadian municipalities because of its emphasis on the links between the physical environment and human health. It is responsible for researching and investigating various

Room to Spare?

The City of Toronto Housing Registry, operated by the Department of Housing, offers free advertising for vacancies in many types of dwellings, including houses and apartments, as long as they're located within the City. More than 1,000 people use the service each month in their search for a place to live.

THE CITY'S PROSPERITY HAS DRIVEN UP THE COST OF LIVING IN TORONTO AND GIVEN THE HOUSING DEPARTMENT A NEW IMPETUS TO HELP INCREASE THE SUPPLY OF MORE AFFORDABLE HOUSING.

environmental health issues which affect or could affect the residents of Toronto and the surrounding area. Current projects conducted by the EPO include a major study on the environmental health effects of waste incineration; work on the waste management master plan for Metropolitan Toronto; and studies on the quality of Toronto's drinking water.

Addressing the concerns of other segments of the City, Public Health introduced Canada's toughest by-law restricting smoking in the workplace and has taken an aggressive approach to ridding two of the City's neighbourhoods of lead-contaminated soil.

But City Hall's ability to organize and respond quickly to the urgent issues of the day is perhaps best reflected in Public Health's award-winning AIDS awareness campaign. Assisted by community consultation, Public Health staff developed a strategy that includes a province-wide AIDS Hotline, employment of more than 60 counsellors and support staff, and planning and delivery of a widespread multi-million dollar public prevention campaign. The program has been widely praised and serves as a prototype for how other government agencies should educate the public about this fatal disease.

TAKING IT TO THE STREETS. THE DEPARTMENT OF PUBLIC HEALTH WAS QUICK TO DEVELOP A FAR-REACHING PUBLIC AWARENESS CAMPAIGN TO COMBAT THE SPREAD OF AIDS.

Many important City Hall initiatives are designed to respond to the needs of relatively small groups. As part of its market-driven approach, the Department of Parks and Recreation is committed to developing and expanding specialized recreational programming and training for specific segments of the community such as seniors, teens, ethnic and racial minorities, and volunteers. The wide range of activities developed to date includes Wellness Workshops, Summer Programs for Seniors, a Seniors' Network, Teen Leadership Camps, and Volunteer Leadership Workshops. In addition, the Department has given special emphasis to hiring community representatives to develop and deliver "personalized" programs for their own groups.

The recent opening of the Masaryk/Cowan Community Recreation Centre in west Toronto is another example of Parks and Recreation's community process. The planning and preparation for this new centre — the 26th addition to an already extensive network — included neighbourhood consultation, preservation of a historic building, and a special response to the local Slovak community, which previously operated the building. The establishment of an Advisory Council — a feature common at all Parks and Recreation community centres — guarantees the new centre responds to the local community. Made up of interested community volunteers, the Advisory Council works with department and centre staff to assess community recreational needs, evaluate programs, and review requests for use of centre space. The Advisory Council also plays an instrumental role in coaching, planning programs, and organizing special events. Annual elections ensure that all those interested have an opportunity to participate at this level.

SummerWorks

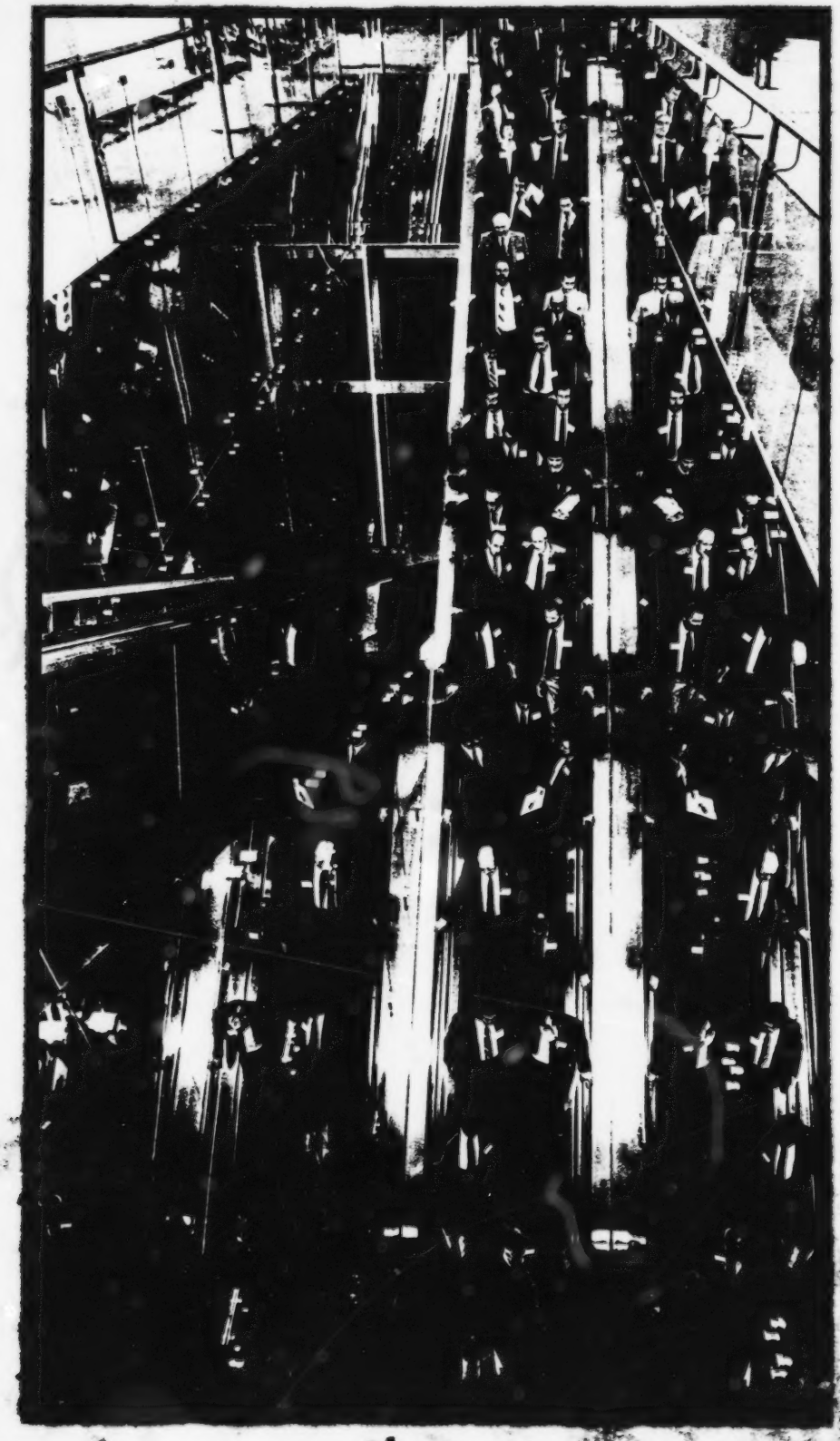
The Department of Parks and Recreation operates the largest summer employment program in Toronto. As part of its SummerWorks Program, the Department hires close to 1,000 high school, college, and university students to fill a variety of seasonal positions at City parks, playgrounds, pools, and community recreation centres.

FUN AND FITNESS FOR ALL. THE DEPARTMENT OF PARKS AND RECREATION IS COMMITTED TO UPGRADING AND EXPANDING THE CITY'S EXTENSIVE NETWORK OF RECREATIONAL FACILITIES.

ECONOMIC INITIATIVES

Toronto's strong and vigorous economy, with its implicit promise of opportunity, has attracted tremendous new development and investment to the City and made it one of North America's busiest marketplaces.

The City's economic growth is indisputable and can be measured many ways. Downtown property values have doubled in the last five years, which was also a period of record-setting commercial construction. Toronto has the fifth-largest inventory of downtown office space among North American cities. Unemployment levels are the lowest in Canada. And in terms of the absolute number of office jobs created, Toronto stands second only to New York.



Toronto is Canada's corporate headquarters.

But the City's industrial sector is in transition. Because Toronto can no longer offer the land necessary to accommodate large-scale, traditional industries, there is an accelerating trend toward the development of service industries and small-scale manufacturing. Many of these initiatives are characterized by a high degree of entrepreneurial spirit or the use of emerging technology.

City Hall advocates quality growth, not growth at any cost, and has always exercised a guiding hand in the economic environment that has encouraged much of Toronto's good fortune. Now, through its Planning and Development Department and its Economic Development Corporation, a "hands on" agency created to nurture new business opportunities, City Hall is providing resources to promote specific industries such as fashion, film, retail, and high tech, in an attempt to broaden Toronto's economic base.

Toronto is tailored to meet the fashion industry's every need. More than 15,000 people work for close to 500 fashion-related businesses in the City's King and Spadina area, identified on new street signs as the Fashion District. City Hall, through the Fashion Industry Liaison Committee, a joint public-private sector initiative, supports a variety of ambitious projects designed to assist and promote the industry's many players.

In support of fashion designers, every spring City Hall sponsors exhibits and fashion shows at the Festival of Canadian Fashion, the country's largest fashion extravaganza; and

THE FASHION INDUSTRY IS ONE OF TORONTO'S LARGEST EMPLOYERS. CITY HALL HAS HELPED DEVELOP A VARIETY OF PROJECTS IN SUPPORT OF DESIGNERS, MANUFACTURERS, AND GARMENT WORKERS.

every autumn it presents awards to recognize up and coming designers and to reward established designers.

In support of fashion manufacturers and buyers, City Hall is backing an innovative Fashion Trade Mart. This one-stop shop will provide permanent showroom space for a variety of fashion wholesalers as well as an exhibition area for year-round trade shows and displays.

And in support of garment workers, City Hall, together with representatives from the fashion industry and the Ontario provincial government, co-sponsored the first phase of the Garment Workers Resource Centre, located in the heart of the fashion district. This unique undertaking provides subsidized daycare for children whose parents work in the surrounding fashion industry and also provides assistance to the garment workers themselves through English-as-a-second-language courses and literacy programs.

In 1987, the City was the scene of approximately $1 billion of movie and television production. That makes Toronto the third-largest film and video production centre in North America, surpassed by only Los Angeles and New York. Productions are attracted to Toronto because of the high calibre of the City's production personnel, the state-of-the-art production facilities, relatively lower production costs, and a wide variety of accessible locations.

City Hall assumes a starring role. Its special Film Liaison Office works closely with producers and crews to encourage production in Toronto. With a slogan that boasts, "making films is your job, making it easy for you is ours," the Office issues permits for filming on City streets, offers advice regarding locations, and provides referrals for services and supplies. In 1987, the Toronto Film Liaison Office directly assisted with 113 productions on the streets of Toronto, an increase of almost 200% over the last two years. This increasing volume subsequently encourages the creation of new production facilities, which, in turn, attract even more productions to the City.

Selling the City

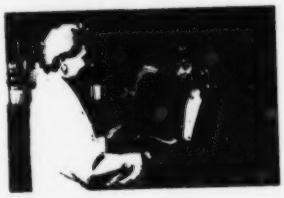
In an effort to encourage growth in local industry, the Department of Purchasing and Supply regularly schedules seminars to help Toronto's small business community understand how to sell their goods and services to City Departments.

TORONTO IS THE THIRD-LARGEST FILM AND VIDEO PRODUCTION CENTRE IN NORTH AMERICA. CITY HALL'S FILM LIAISON OFFICE PROVIDES A VARIETY OF SUPPORT SERVICES TO HELP KEEP THE CAMERAS ROLLING.

The retail business, which makes a significant contribution to Toronto's economy, also receives assistance from City Hall. Although the most prominent retailers are the large, central attractions such as the Eaton Centre, the Bloor-Yorkville area, and the labyrinth of shops located beneath the office towers in the financial district, the roots of the business are found in neighbourhood retail strips scattered throughout the City. These strips have flourished in the face of competition from new developments downtown and nearby suburban malls because they are recognized as integral parts of the communities they serve. City Hall has amended its Official Plan and Zoning By-law to include support for retail strips and has introduced initiatives to encourage their continuing role as centres of activity and stability for residential neighbourhoods.

Most notable is City Hall's active involvement with more than 25 Business Improvement Areas (BIAs) in various commercial-residential neighbourhoods. BIAs are a simple idea: businessmen in a specific geographic location join together with the help of City Hall to organize, finance, and carry out physical improvements and economic revitalization for their district. They are a good example of public-private sector co-operation and another demonstration of how City Hall responds to community needs. Toronto, in fact, was the first municipality to introduce BIAs,

MIND YOUR OWN BUSINESS! CITY HALL'S SMALL BUSINESS SELF-HELP CENTRE PROVIDES GUIDANCE AND ASSISTANCE TO WOULD-BE ENTREPRENEURS.



but the idea caught on quickly and there are now more than 200 successful BIAs operating in towns and cities throughout Ontario. Typical improvements include sidewalk and streetscape treatments, upgraded lighting, and tree planting on publicly owned property, as well as co-operative advertising and promotional programs.

To provide further support, City Hall has introduced the Commercial Facade Improvement Program, which will provide low-cost loans to property owners in designated commercial areas, enabling them to improve the appearance of their buildings and stores, in order to attract additional business.

In addition to its support for individual industries, City Hall promotes a number of special economic projects. Recognizing that every successful, big business started out as a successful, small business, City Hall, in co-operation with the Ontario provincial government, opened its own Small Business Self-Help Centre in September, 1987. Entrepreneurs running a business or intent on establishing one can take advantage of free consultations with professional staff on subjects such as preparing a business plan, cash flow projections, financial assistance, and marketing strategies.

City Hall also has approved plans for the Economic Development Corporation's Technology and Business Development Project, which will extend the City's capacity to assist new small businesses, especially those specializing in technological applications. To be located in a reclaimed industrial site in the west downtown area, now known as the King Business Centre, the project will provide qualifying entrepreneurs with "incubator" space, ongoing professional support, and a variety of services in an effort to help them establish their businesses quickly and efficiently. The project will also enable the inexperienced to plug into a network of business experts for feedback and advice, and to tap the technical resources of the University of Toronto and Ryerson Polytechnical Institute, two of Toronto's leading exponents of modern business management. When fully operational, it's anticipated that this project will foster a new generation of technology-based firms in downtown Toronto.

In Fashion

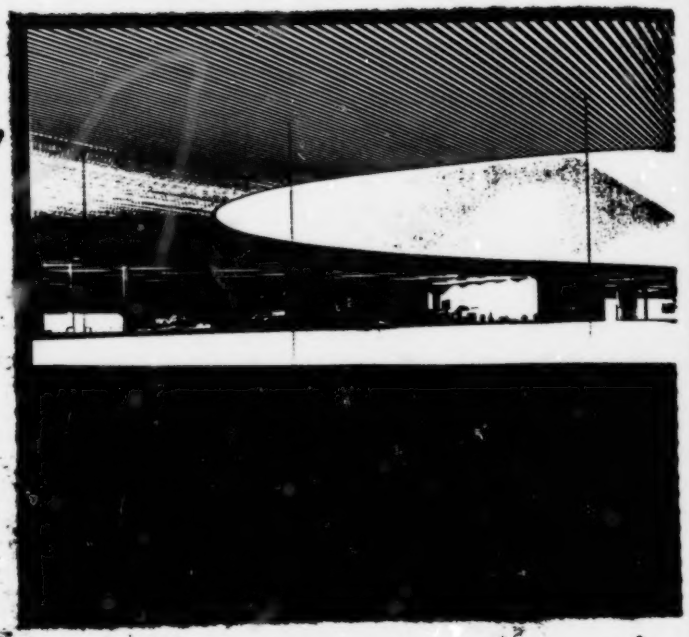
City Hall helps promote Toronto's fashion industry by recognizing local talent. The City of Toronto Awards for Excellence in Fashion Design are presented annually to: (1) the most promising design graduate of a Toronto-area fashion school, and (2) a successful professional designer based in Toronto, who has brought distinction and prestige to the industry.

CITY HALL'S SUPPORT FOR BUSINESS IMPROVEMENT AREAS (BIAS) HAS CONTRIBUTED TO TORONTO'S HEALTHY AND GROWING RETAIL CORE OF MORE THAN 14,000 SHOPS AND RESTAURANTS.

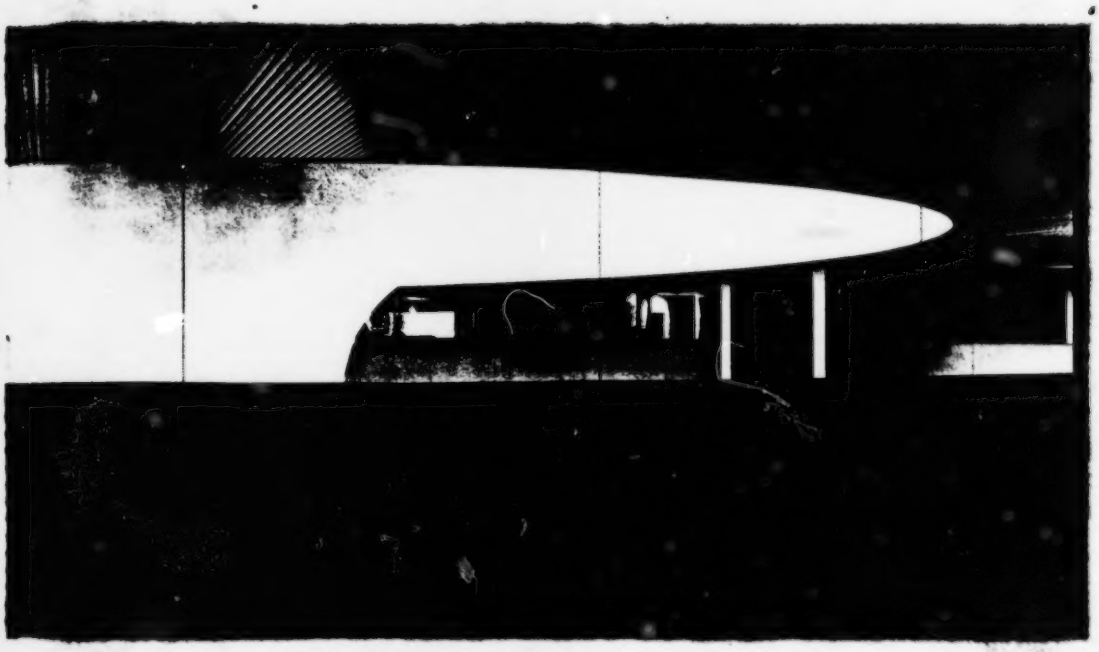
INTERNATIONAL

The City of Toronto has begun an era in which its impact and influence extend well beyond its municipal boundaries. The creation of an International Office at City Hall and a series of co-operative initiatives with cities in Asia, Europe, and Central and South America have brought Toronto into the international arena and added a new dimension to municipal government.

Although Toronto's reputation as a "liveable" city has often attracted foreign officials intent on discovering "what we do right," international co-operation between cities has recently acquired a new energy and emphasis. There are two reasons.



T I O N A L



CITY HALL, SECOND FLOOR

T I V E S

INTEREST IN FOREIGN MARKETS AND TUMBLING TRADE BARRIERS HAVE ENCOURAGED MUNICIPALITIES TO PURSUE INTERNATIONAL INITIATIVES.

First, early in the next century, one-half of the world's population will be living in cities, and solving the problems of city life, especially in developing countries, will demand an ever-increasing amount of understanding and skillful resources. Second, with trade barriers tumbling around the world, international contacts provide private and public sectors with countless economic and social opportunities in manufacturing, transportation, communications, education, culture, and health care.

City Hall established its International Office to increase Toronto's international profile. To fulfill its mandate, the Office is involved in three major areas of activity: development of special "city-to-city" links; promoting Toronto abroad from the business development standpoint; and encouraging business ventures between private sector firms. A special committee, with representatives from three City Hall departments—City Clerk's, Management Services, and Planning and Development—oversees its operations.

CULTURAL EXCHANGES, LIKE THIS VISIT OF CHINESE ACROBATS TO TORONTO, ARE OFTEN A PART OF "CITY-TO-CITY" LINKS INTENDED TO DEVELOP BETTER UNDERSTANDING AND CLOSER TIES.

The International Office has been instrumental in implementing a number of special relationships with European and Asian cities. Governments in many countries, including Canada, view these relationships as an important and integral part of their foreign policies. To date, Toronto has signed formal agreements with Amsterdam; Lisbon; Thessaloniki, in Greece; and Chongqing, China's largest city.

The latter agreement perhaps best demonstrates the scope of a "city-to-city" link. In addition to opening up many business opportunities for both cities, the twinning of Toronto and Chongqing has led to official visits by respective mayors, a professional staff exchange, a variety of cultural exchanges, and the installation of a Chinese trade exhibit at Toronto's Canadian National Exhibition.

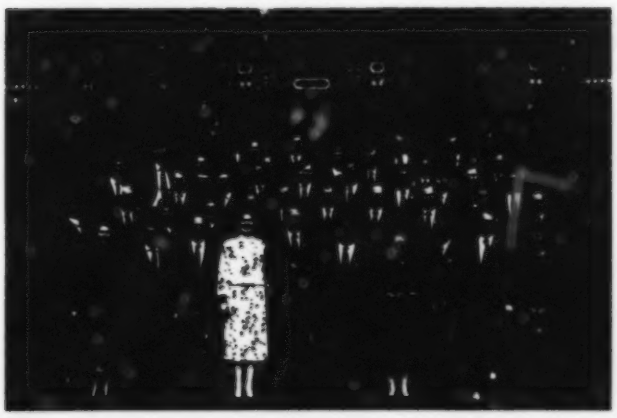
The International Office also assists Toronto's business community in securing trade or investment opportunities relating to international markets. This has included timely and effective support to: a science centre proposal for Amsterdam; the start-up of a pulp moulding company in Thessaloniki; a mass transit bid in Barcelona; the sale of telecommunications equipment in Chongqing; and the establishment of the Canadian office of a Tokyo-based securities firm in Toronto.

And there is every indication that this global focus and the number of associated projects will increase. Recently, many City Hall departments have demonstrated leadership in the international community, either working in co-operation with the International Office or on their own.

Underground City. Part 2

Any reference to Toronto's underground city means something totally different to the Department of Public Works, which is responsible for the 2,199 kilometres of sewers in the City. Public Works was the first to develop internationally-accepted technology such as sewer reaming machines and plastic relining of small diameter pipes to maintain municipal sewer systems in an economical manner.

ONE OF CITY HALL'S INTERNATIONAL DELEGATIONS "ON LOCATION" IN CHONGQING. THE RECENT VARIETY OF THE CITY'S GLOBAL ACTIVITIES HAS INCREASED TORONTO'S INTERNATIONAL REPUTATION.



Two key initiatives, the Sao Paulo-Toronto project, an exchange of municipal administrators, and the proposed Urban Institute, a training centre for municipal administrators, are both co-ordinated by the Management Services Department.

In 1987, Toronto entered into an agreement with Sao Paulo, Brazil to encourage economic, management, and technical co-operation between the two cities. Entirely funded by the Federation of Canadian Municipalities, this agreement encompasses seven major projects ranging from planning and transportation issues to health and emergency services.

Toronto's expanding international activities has led the City to join forces with the Municipality of Metropolitan Toronto in studying the concept of an Urban Institute. Together, the two governments launched a study to examine the feasibility of establishing such a centre. The Urban Institute will meet a growing need to exchange expertise and educate the people who run major cities in Canada and

TORONTO HAS DEVELOPED SPECIAL AGREEMENTS WITH AMSTERDAM, CHONGQING, LISBON, AND THESSALONIKI.

abroad. It will act as a source of knowledge and information; provide educational and other services required by large municipalities; and encourage productive relationships between major municipalities, post-secondary educational institutions, and private suppliers of urban public services.

The Department of Public Health is applying the technical expertise of its staff in a number of health development projects around the world. A delegation of staff was sent by City Council to assess the health needs of the people of San Salvador following a devastating earthquake in 1986. Upon its return to Toronto, the delegation helped to organize a relief project among members of the City's Salvadoran community. As a result of the sister-city accord with Chongqing, the City's Medical Officer of Health was able to deliver medical equipment to China from Toronto's Hospital for Sick Children. And, as part of the Sao Paulo Project, he travelled to Brazil to share information about Toronto's AIDS educational campaign. In addition, Public Health sent a delegation to Nicaragua to formalize an exchange with that country and then hosted a Nicaraguan delegation in Toronto.

In 1987, the City's Fire Chief took a seven-person delegation to Chongqing to provide advice and exchange knowledge on emergency procedures. The Chinese are particularly interested in how the Toronto Fire Department copes with fires in high rises, subways, and petrochemical facilities.

And back in Toronto, City Hall's Protocol Office continued its support to City Council and various departments by greeting and assisting several international delegations on official visits to the City.

THE DEPARTMENT OF PUBLIC HEALTH HAS BEEN PARTICULARLY ACTIVE IN HEALTH DEVELOPMENT PROJECTS IN CENTRAL AND SOUTH AMERICA.

Lost and Found

Many an unsuspecting soul has taken a wrong turn in Toronto's labyrinth of underground shops, restaurants, and theatres, which weaves for six continuous kilometres throughout the downtown. The Planning and Development Department is about to put an end to that. It has entered into a $1 million project, in co-operation with 20 individual mall owners, that will result in the installation of a uniform and easy-to-read signage system to guide shoppers and office workers in and out of the maze.

W O R K P L A C E

Taking care of the people who take care of the City is a full-time job at City Hall. In striving to provide a model workplace, City Hall, working together with organized labour through unions and a professional staff association, has introduced several far-reaching programs and policies to meet the everyday requirements and the special needs of its employees. And while there is a commitment to respond to the demands of today, there is a promise to develop new, more progressive initiatives in anticipation of tomorrow.

I N I T I A T I V E S

THE DEVELOPMENT OF THE EQUAL OPPORTUNITY PROGRAM HAS MADE CITY HALL A LEADER IN AFFIRMATIVE ACTION IN CANADA.

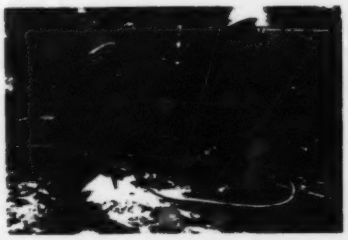
THE CITY NEVER SLEEPS.

The Equal Opportunity Program, a long-term initiative, has made City Hall a leader in employment equity not only in the City of Toronto, but also across Canada. In the area of affirmative action specifically, the City recently became the first employer in either the public or private sector to establish goals and timetables for the recruitment of all target groups—women, members of racial and ethnic minorities, people with disabilities, and native peoples. Each of the City's departments has developed and will implement its own three-year plan for hiring staff from these groups.

The Equal Opportunity Program also continues to make progress in the areas of contract compliance, and in studies on the social, cultural, and economic barriers to employment for women and other groups, often producing original and innovative research.

In a separate but related employment equity initiative, City Hall's Outreach Recruitment Program is forming a pool of potential employees that are representative of Toronto's population. Co-ordinated by the Management Services Department, this program is being developed through close consultation with community agencies that represent people with disabilities, various ethnic and cultural groups, and specific low-income neighbourhoods. Its key goal is to increase internal and external

THE CITY REHABILITATION PLACEMENT PROGRAM PROVIDES ASSISTANCE TO INJURED OR DISABLED MUNICIPAL EMPLOYEES RETURNING TO WORK.



awareness of employment opportunities at City Hall for disabled and socially disadvantaged individuals. As well, this program aims to encourage an open-minded and socially conscious workforce.

City Hall's innovative Municipal Enterprise Training Program was designed to provide 60 disadvantaged youth with employment opportunities within City departments and agencies. Jointly funded by the municipal, provincial and federal governments, it equips participants not only with work-related skills, but also—and more importantly—with a positive attitude to meet the challenges and demands of the world of work.

In addition to protecting the individual integrity of its employees, the City is committed to providing them with a healthy and safe workplace, an environment free of physical hazards or barriers. Its new Occupational Health, Safety and Rehabilitation Division is providing exemplary leadership with a broad range of occupational health services such as employee health counselling, employee assistance and rehabilitation programs, hypertension screening, smoking cessation, and safety-incentive programs.

The Rehabilitation Placement Program is one of the most important of all the occupational health and safety programs developed at City Hall. This program, designed to assist injured or disabled municipal employees return to the workplace, provides counselling, work assessment, formal education, on-the-job training, work conditioning, and job modification. The broad scope of this program includes plans to develop a City-wide program administration manual, training of key departmental and union officials, a physical demands analysis of all City Hall jobs, and ergonomics research which will help prevent disabling accidents and encourage the re-design of work environments to accommodate injured employees.

Charity Begins at Home

Every year, members of the Toronto Fire Department volunteer their time and talent in a variety of events to help those less fortunate. One annual favourite is the CN Tower Climb, in which firefighters walk all the way to the top of the world's tallest free-standing structure in support of Foodshare, an agency that sponsors emergency food banks in Toronto.

FUTURE POLITICIANS? CITY HALL HAS BEEN A STRONG ADVOCATE OF WORKPLACE DAYCARE.

THE CORPORATION OF THE CITY OF TORONTO

Prosperity for the City of Toronto is not a recent development, but results from a stable economic environment, sustained growth, and the financial strength to carry out plans for the future.

The following table provides important data which clearly demonstrates the City's robust financial status.

41 CENTS OUT OF EVERY MUNICIPAL DOLLAR THAT GOES TOWARD THE OPERATION OF THE MUNICIPALITY OF METROPOLITAN TORONTO COMES FROM THE CITY OF TORONTO.

Significant Financial Data 1983 to 1987, Inclusive

(thousands of dollars, except per capita, percentages and per household)

	ESTIMATED 1987	1986	1985	1984	1983
Population	583,262	591,027	606,247	606,692	610,496
Number of Households	278,622	275,493	273,529	265,904	266,714
Taxable Assessment:					
– Residential Realty	$ 1,412,876	Assessment is an evaluation of real property which is based on a predetermined portion of market value. It is this assessed value on which taxation is levied.			
– Commercial Realty	1,288,932				
– Business	579,120				
	$3,280,928				
– Assessment – % change from prior year	1.4%	1.0%	2.0%	3.3%	1.8%
Total Taxation Revenue per Household:					
Own Purposes	$ 950	$ 901	$ 863	$ 841	$ 757
Elementary & Secondary Education Purposes	2,214	2,086	1,903	1,788	1,593
Metro Toronto Purposes	1,067	1,001	954	935	841
	$ 4,231	$ 3,988	$ 3,720	$ 3,564	$ 3,191
% of Current Year Tax Levy Collected by each year end:	96.5%	96.8%	96.9%	96.3%	95.5%
Current Operations:					
Total Revenue *(Including Prior Years Surplus)*	$1,446,617	$1,385,594	$1,284,362	$1,196,621	$1,092,555
Less:					
Revenue Collected for Metro Toronto	349,347	325,038	308,180	291,584	264,978
Revenue Collected for School Boards	516,734	580,863	526,421	490,635	429,797
Own Purpose Expenditures	463,890	463,209	438,316	41[illegible]97	387,649
Accumulated Surplus at year end	$ 16,646	$ 16,484	$ 11,445	$ 13,[illegible]	$ 10,131
Debt Service Charges:					
– As a percentage of Total Own revenues	5.8%	7.2%	8.0%	7.3%	7.5%
Capital Expenditures during the year:	$ 71,931	$ 77,698	$ 55,208	$ 56,267	$ 65,010
Long-term Liabilities:					
– General Municipal Activities	$ 96,524	$ 84,045	$ 86,820	$ 90,614	$ 94,495
– per capita	165	142	143	149	155
– per Household	346	305	317	341	354
– as a % of Taxable Assessment	2.9%	2.6%	2.7%	2.9%	3.1%
Reserves and Reserve Funds:					
– Balance as at year end	$196,095	$179,784	$161,704	$142,128	$138,492
– % change from prior year	9.1%	11.2%	13.8%	2.6%	20.2%
– % of Total Operating & Capital Expenditure	36.6%	33.2%	32.8%	30.4%	30.6%

How the Tax Dollar was Allocated in 1987

- *Metro Purposes*
- *City of Toronto Purposes*
- *Elementary and Secondary Education Purposes, but not Universities and Colleges*

Taxable Assessment in 1987

- *Residential*
- *Commercial*
- *Business*

The following publications, prepared by various City Hall departments, provide more detailed information about the programs and policies of the Corporation of the City of Toronto. Most are available from: The Resource Centre, City of Toronto Department of the City Clerk, 1st Floor, City Hall, 100 Queen Street West, Toronto, Ontario M5H 2N2, Telephone (416) 392-7410.

Audit
Auditor's Report

Buildings and Inspections
Facts About Construction Permits
Five Year Review
Guide to Toronto's Housing Standards

City Clerk
Toronto, the City

Finance
Treasurer's Report (Financial Report)

Fire
Departmental Annual Report

Housing
Cityhome
Departmental Annual Report
Living Room II

The following is a list of the major municipal boards and agencies reporting to the Council of the Corporation of the City of Toronto.

Board of Health

Committee of Adjustment

Economic Development Corporation

Grant Review Board

Harbour Commissioners

Housing Standards Committee

Management Services

Employer's Handbook
Employment Equity
Organizational Manual

Parks and Recreation

A Walk in High Park
Five Inner City Parks
Summer Works

Planning and Development

Central Waterfront (Final)
City Planning Magazine
Density Transfers — Policies and Recommendations
Quinquennial Review — Overview, 1986
Railway Lands Development Concept Plan

Public Health

Departmental Annual Statement
Your Guide To Health Services In Toronto

Public Works

Quinquennial Reports (Reports are available on various programs: noise control, sewers, winter works, etc.)

Purchasing and Supply

Suppliers Guide

City of Toronto General Enquiries
Telephone 392-7341

Parking Authority of Toronto

Planning Advisory Committee

St. Lawrence Centre for the Arts

Toronto Arts Council

Toronto Historical Board

Toronto Humane Society

Toronto Hydro-Electric System

Toronto Public Library Board

Boards and agencies not listed here include eight community centres, eight arenas and stadia, and more than 20 business improvement areas which are scattered throughout the City.